



**Department of Education
Student Financial Assistance (SFA)**

**Financial Management System
(FMS)
Implementation Plan**

FINAL - April 28, 2000



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1.0 Executive Summary

This document represents the third component of the SFA FMS Phase I project. The financial management framework for the Student Financial Assistance Financial Management System (SFA FMS) was defined in the SFA FMS Concept of Operations document. The SFA FMS Design document established the phased approach of how that framework will be structured into the “end state” of the SFA FMS. The final step of Phase I, the Implementation Plan, and the scope of this document, is to define the specific tasks needed to implement Phase II and beginning work on Phase III.

While the SFA FMS design describes the “end state” vision of the SFA FMS, it only briefly describes the phased approach by which that “end state” is achieved. Several factors highlight the significance of the planning effort for each phase: (a) the high number of IPT initiatives with interrelationships with the SFA FMS IPT creates a “moving target” from the FMS perspective, (b) the new organizational structure for SFA and new SFA CFO capabilities and organization still in development create a changing user group, and (c) the complexities of the SFA FMS itself in its end state require precise coordination to ensure that implementation does not unacceptably disrupt operations. These factors indicate the implementation planning effort must be carefully considered for each phase, and must be constantly updated to reflect the changing SFA environment. This Plan covers the period of April 1, 2000 through September 30, 2000. Another work plan and implementation plan, though not necessarily in this format, will be defined prior to September 30, 2000 to guide work for the period of October 1, 2000 through at least September 30, 2001.



2.0 Scope Overview

This Implementation Plan details the approach to be taken in implementing Phase II of the SFA FMS (scheduled for October 1, 2000) and expands upon the information provided in the SFA FMS Design (delivered on March 8, 2000). This document is not intended to stand alone, and should be reviewed in the context of the SFA FMS Design document.

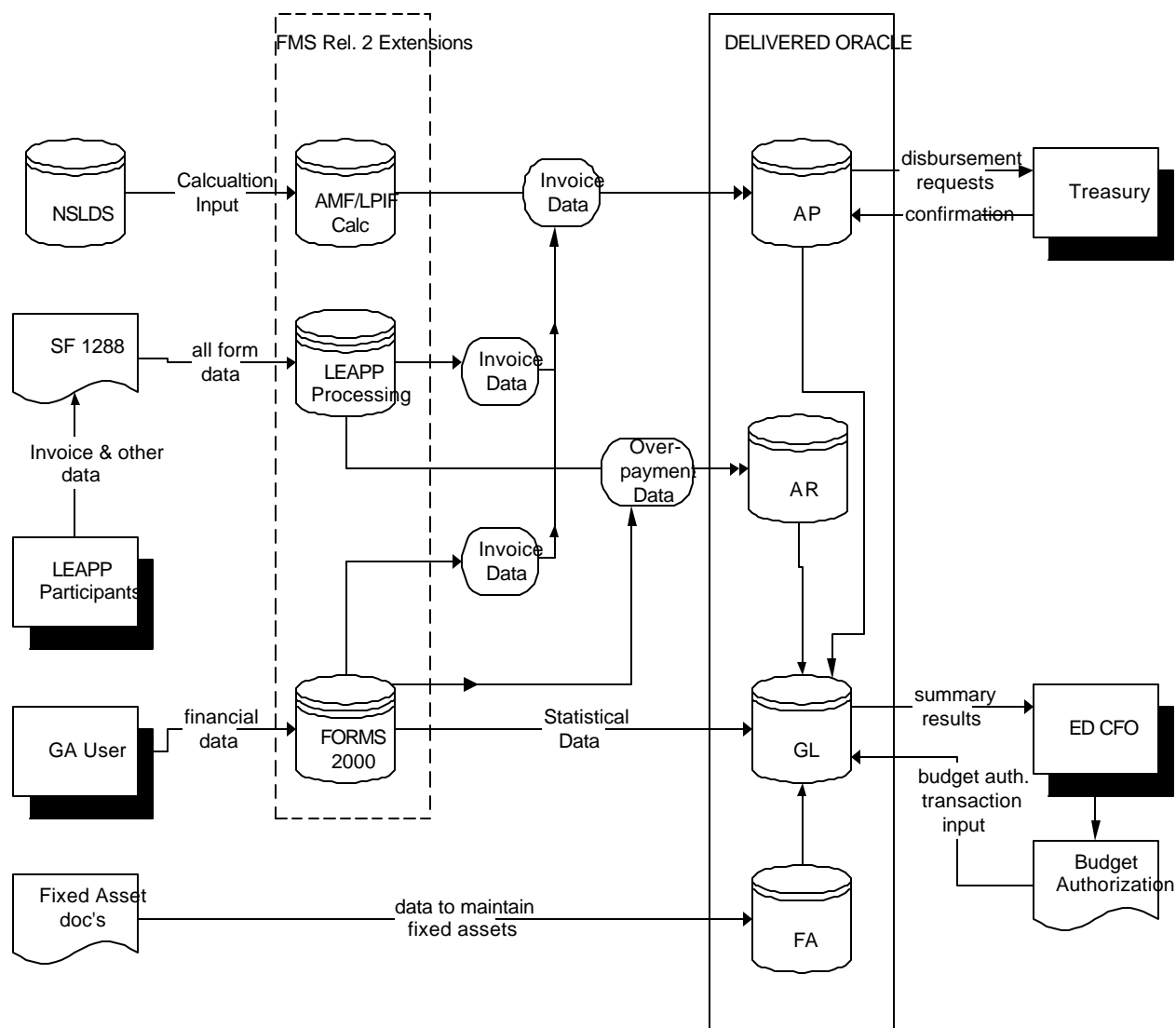
Phase II of the SFA FMS modernization effort is planned to commence on April 1, 2000 and consists of the implementation of General Ledger, Accounts Receivable and Accounts Payable for two programs as well as the implementation of an SFA-wide Fixed Asset management functionality. The two programs currently defined are:

- Federal Family Education Loan Program (FFELP) Guaranteed Loan - Guaranty Agency (GA) Payments, and
- Leveraging Educational Assistance Partnership Programs (LEAPP).

Phase II will allow for verification of the SFA FMS Design and provide a “proof of concept” for the system going forward when additional, larger subsystems are rolled out over the complete implementation planning cycle. The SFA FMS Phase II benefits include:

- First production rollout of FMS,
- Initial integrated solution for the selected program/processes,
- Introduction to SFA FMS users for the selected program/processes, and
- Initial SFA FMS proof of concept.

The scope of Phase II by program is captured in the following diagram:



In addition to set up and other maintenance data, there are five primary sources of transaction input to SFA FMS Phase II:

1. FFEL Program Guaranty Agencies will use the FORMS 2000 extension to input monthly and quarterly financial information. FORMS 2000 replaces the ED 1189, ED 1130 and ED 704 forms currently used. It will be available via the web and all GAs have been mandated to use FORMS 2000 as of October 1, 2000. The extension will process the data into a format acceptable by the Oracle delivered



- interfaces for vendor invoices into AP, customer receipts into AR (for offset against the related vendor account), and statistical ledger entries into GL.
2. NSLDS generates a file of invoice data for use in the calculation of AMF and LPIF payable to GAs. That file will be brought into SFA FMS through the delivered Oracle interface for AP.
 3. LEAPP Participants will continue to complete ED 1288 requesting payment. However, the spreadsheets/database currently used to process the data from the SF 1288 will be replaced with an extension that will process the data into a format acceptable to the Oracle delivered interface for AP.
 4. For Phase II, all fixed asset maintenance will be manually input through the delivered Fixed Asset screens based on copies of invoices and other documents. In Phase III, an automated process will update most fixed asset information from AP. Fixed Asset data from the March 2000 inventory will be maintained for additions, retirements, and relocations in a tool compatible with the delivered FA API. This data will be loaded to support the opening balance as of 10/01/00. During Phase II operation (10/01/00 – 9/30/01), updates to fixed asset data will be manually entered using standard module functionality. There are currently approximately 2,000 fixed asset transactions per year. During Phase III, functionality will be added to automatically load updates from the AP module to FA.
 5. The SFA CFO will manually input budget authorization transactions based on documents from ED Budget.

In addition to standard and other management reports, SFA FMS Phase II will have two primary outputs:

1. Disbursement files for Treasury and drawdown authorizations for GAPS are delivered with SFA FMS. These files will be generated as needed for payments and drawdowns to all GAs and LEAPP participants.
2. A file of summary accounting results will be sent to ED CFO. The schedule and format for this file will be defined.



3.0 Implementation Approach Overview - Phase II

This section provides an overview of the major activities involved in the Implementation Plan for SFA FMS Phase II. This approach follows Andersen Consulting's Business Integration Methodology, which is composed of four (4) primary phases: Planning, Delivery, Operating and Managing. These phases are described further below:

- **Planning**

The objective of the Planning phase is to help an organization define appropriate strategies and approaches for achieving enduring competitive advantage and building stakeholder value. Consequently, all work should begin with the Planning phase to ensure that the project team focuses its efforts on opportunities that have the greatest value to the sponsoring organization and will help that organization succeed. The Planning phase defines new and improved business capabilities to support the organization's strategies, and creates detailed plans to help the organization effectively and efficiently implement changes, and realize and sustain value, during the Delivering phase.

The SFA CFO has completed planning for Phase II of SFA FMS, and continues with planning for Phase III. In addition to the planning included in this Implementation Plan, the SFA CFO has another project focused on defining the strategic intent and business capabilities for a SFA CFO under the new Performance Based Organization model.

- **Delivering**

The Delivering phase translates the business architecture into a specific business capability. A business capability is the combination of human performance, business process, and technology that collectively creates value by improving business performance. This plan covers the delivering phase for Phase II of SFA FMS, as well as some planning for Phase III.

- **Operating**



The objective of the Operating phase is to operate the new business capabilities that were created in the Delivering phase. Operating is based on the definitions of sourcing strategies, service providers, and customers, which were established in the Planning phase. The work in this phase must meet the formal service targets and metrics established in earlier phases, and must provide feedback for improvements based on measurements of actual performance against those targets. The Operating phase for Phase II of SFA FMS begins on October 1, 2000. This plan includes tasks to prepare for operations. The Phase III plan will include the Operating phase for SFA FMS Phase II.

- **Managing**

The Managing phase directs, coordinates, and monitors the activities outlined in the other phases of the methodology in order to achieve improved business results. This phase is the entry point to the methodology, and it provides a set of tools and techniques necessary to guide change efforts over their entire life cycle, from inception to realization.

These Phases are broken into major Activities, which are listed and further described in the sections below. Each Activity may be composed of multiple Task Packages. This section and the Workplan (reference Appendix A) identify the relationship and dependencies between Phases, Activities, and Task Packages. The detailed work plan developed at the start of this phase also includes tasks within each Task Packages, estimates of the hours needed to complete each Task, and assignment of specific personnel to each task. The activities for each phase are:

- **Planning Phase:**

- Phase III Planning

- **Delivering Phase:**

- Design Technology Infrastructure
 - Build and Test Technology Infrastructure
 - Design Business Processes, Skills, and User Interaction
 - Design Application
 - Design Human Performance Infrastructure
 - Deploy Business Capability



- **Operating Phase:**
There are no Operating Activities associated with Phase II
- **Managing Phase:**
Plan and Manage Project



Phases and Activities for the SFA FMS Phase II

ID	Task Name	3Q00				4Q00			1Q01
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1	Planning								
2	Phase III Planning								
11	Delivering								
12	Design Technology Infrastructure								
33	Build and Test Technology Infrastructure								
55	Design Business Process, Skills and User Interaction								
78	Design Application								
136	Design Human Performance Infrastructure								
140	Deploy Business Capability								
149	Managing								
150	Plan and Management Project								

Each Activity is composed of multiple Task Packages. These Task Packages describe manageable work units which will be implemented within the scope of the entire effort. Most Task Packages will result in a Deliverable and/or Working Product. All documents and products will be developed with an iterative approach that both allows maximum opportunity for input and concurrence by the SFA FMS team and minimizes formal review delays. The SFA FMS team includes SFA CFO and CIO staff, and contractor staff from several Modernization Partner organizations, including Andersen Consulting and Oracle Corporation.

This Implementation Plan, the Work Plan in Appendix A, and the templates in Appendix B, are all based on Andersen Consulting's Business Integration Methodology (BIM), and customized to meet the specific requirements of SFA FMS. The SFA CIO is developing recommendations for all IPT planning and project management based on BIM. Although the IPT recommendations for COTS implementations were not available when this plan was developed, the SFA FMS team has used the same source, BIM, as the anticipated IPT recommendations. Therefore, the SFA FMS team expects that this plan and templates will conform to any future standards. Appendix C contains a description of the contents of the IPT Book that will be produced at the conclusion of Phase II.

Section 3.0 provides descriptions of all Activities and Task Packages to be executed during the Phase II implementation of the SFA FMS. All Task Packages pulled directly from a BIM Task Package reference the BIM number at the end of the title. For each Task Package, the deliverables and/or Working Products produced are also described. (Section 5.0 summarizes



the Phase II Deliverables and Working Products and provides additional detail.) In addition, templates for most Deliverables and Working Products are included in Appendix B.

3.1 Phase III Planning

Within the Planning phase, the major activity involved during this effort will be to initiate planning for the next phase of implementation (Phase III). This activity will involve identifying an implementation approach for Phase III, delineating Phase III into a series of releases and identifying SFA's value proposition for Phase III. In addition, this activity may include conducting analysis into any other tools which may be needed for Phase III implementation (such as 3rd party packages for Asset Management and/or Procurement).

3.1.1 Define Value Proposition [1050]

This task package serves to define the objectives of the SFA CFO projects related to its change journey and SFA FMS. In the context of a PBO, the value proposition describes how the projects contribute to SFA's performance against its strategic intent and goals. The Value Proposition will document the measures of success that SFA can use to quantitatively measure progress of the SFA CFO in its change journey and implementation success of SFA FMS. This Value Proposition will contribute directly to any updates of the FMS Business Case which need to be performed during FY00.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-1	Value Case Supporting Data	28-Jul	Description: Explains SFA change objectives and measures. Audience: CFO, COO, General Managers



Working Product Number	Working Product Name	Due Date	Description
WP-2	Business Case Updates	29-Sep	Description: Update of FMS Business Case as needed; will include information developed for Value Case. Audience: CFO, COO, General Managers

3.1.2 Perform System Integration Analysis [3430C]

This task package will be used to determine various implementation options for Phase III implementation (planned for June 2000 – September 2001). This package involves analyzing various release options and producing design and implementation recommendations for each stage of Phase III. Each of the recommended options must describe how the human performance, business process, application, and technology infrastructure elements will interact to meet the required level of performance. The results of this task package will provide a foundation for the SFA CFO to discuss overall functioning of SFA FMS within the complete set of SFA systems with the General Managers, as well as for the FMS team to coordinate the SFA FMS releases with channel IPT's.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-3	FMS Integration Plan (Phase III)	16-Jun	Description: Defines Phase III vision, approach, and timeline. Audience: CFO, CIO, General Managers



3.2 *Design Technology Infrastructure*

This major activity is performed to design the components of the Technology Infrastructure, including the Execution, Development, and Operations Architectures. In addition, this activity supports the design of the network, communication, and computing platforms. This work needs to be coordinated with the development of the information technology (IT) processes and organizational changes required to support the new infrastructure and will need to be coordinated with SFA CIO and Virtual Data Center (VDC) personnel.

3.2.1 *Analyze Technology Infrastructure Requirements [3510]*

This task package supports the design of the technology infrastructure and the establishment of preliminary plans for technology infrastructure releases and product testing. The project team will translate the business and technology requirements for the technical infrastructure as a whole into requirement and selection criteria for each component.



Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-4	Operations Technology Infrastructure Product Test Plan	26-May	Description: Documents test cycles and conditions to confirm that the technical infrastructure meets SFA FMS technical requirements. Audience: CFO, CIO
WP-5	Operations Infrastructure Design	26-May	Description: Depicts the operations environment, detailing the integration between operating products and the corresponding gaps, enablements, and components. This design will include telecomm, operational software, print structure and Web Access requirements. Audience: CFO, CIO

3.2.2 Identify Development Tools (Design Execution Architecture) [3520]

This task package supports the selection of development tools and standards which will be used in development efforts associated with defined extensions or customizations. The selected tools and standards will conform, to the extent reasonable for SFA FMS Phase II schedule, with the tools and standards under development for other IPT's.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
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Working Product Number	Working Product Name	Due Date	Description
WP-6	Development Tools and Standards	12-May	Description: List of the tool sets and standards for programming, testing, and other development tasks. Audience: CFO, CIO

3.2.3 Configuration Management (Design Development Architecture) [3530]

This task package determines the process for defining the development instances and data base requirements, managing the identification, testing, and application of fixes/patches and SFA FMS developed objects to the data bases, and continuously maintaining system audit information to the migration into production.

- The FMS team will initially install two instances, Development and Demonstration, as soon as the VDC initial hardware environment is ready. A Production instance will be installed when the production hardware at the VDC is ready. Other instances and data bases will be created, including Test and Training instances. Ongoing Application DBA support will be provided by an FMS team member to allow for instances to be backed up, copied, and refreshed without application support from the VDC operations staff.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-7	Change Control Processes	12-May	Description: Processes will include Disaster Recovery, Migration, Version Control and Security approaches. Audience: CFO, CIO, VDC

3.2.4 Select and Design Operations Architecture [3550]



This task package supports the selection and design of the components required to support a high-level operations architecture and to ensure application availability and efficiency.



Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-8	Operational Support Requirements	16-Jun	Description: Detailed description of the production support required by SFA for SFA FMS Phase II, including data center operation, application maintenance, fixes/patches development and end user help. This document can form the basis for an MOU or SOW to procure support services. Audience: CFO, CIO
WP-9	Capacity Planning	16-Jun	Description: This document identifies the method and frequency for assessing transaction volumes and resulting impact on system architecture, and presents an initial estimate of capacity requirements for the first year of operation. Audience: CFO, CIO

3.2.5 Validate Technology Infrastructure [3590]

This task package involves reviewing the technology infrastructure design to ensure that each individual architecture (Execution, Development, Operations) is complete and is compatible with the others.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
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Working Product Number	Working Product Name	Due Date	Description
WP-10	Technical Infrastructure Design	16-Jun	Description: Consolidates designs for the development, execution, and operations architectures. Audience: CFO, CIO

3.3 Build and Test Technology Infrastructure

This major activity is conducted to acquire, develop, and test the Technology Infrastructure. The task packages within this major activity implement the additions and extensions to the Execution, Development, and Operations Architectures.

This activity also involves a number of technical architecture set-up and support tasks that are essential to provide a smooth implementation.

3.3.1 Acquire Technology Infrastructure [5510]

This task package involves developing a strategic procurement plan for the selection and appointment of vendors, including who will supply the components and services, how they will be supplied, and how much they will cost. Note: The work conducted under this task package will contribute directly to Deliverable 2 below.

3.3.2 Build and Test Execution Architecture [5520]

This task package covers the tasks associated with installing the components and protocols needed to connect the application to the SFA print structure, use existing security to transfer interface files to and from other systems, and integrate access to the WWW. Note: The work conducted under this task package will contribute directly to Deliverable 3 below.



3.3.3 Build and Test Development Architecture - Phase II [5530]

This task package covers the tasks associated with installing and verifying the operability of the development architecture in accordance with the design from task 3.2.3. This includes identifying the tasks associated with operations and maintenance of the database and applications and extensions including detailed responsibilities by organization and/or person at each site.



Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-11	MOU	15-May	Description: Memorandum of Understanding between the SFA CFO and the CIO/VDC to define scope of effort, tasks, and responsibilities by organization or role. Audience: CIO, CFO

3.3.4 Build and Test Operations Architecture [5550]

This task package develops the Operations Architecture Components, including extensions to reused and packaged items, in accordance with the design developed in task package 3.2.4. This task package also includes component and assembly testing as well as aligning the operations architecture with the information technology processes and organization. Note: The work conducted under this task package will contribute directly to Deliverable 3 below.

3.3.5 Build and Test Physical Network and Computing [5570]

This task package completes the detailed design, component build, and testing of the Physical Network and Computing Components. There can be multiple iterations of this task package, and multiple passes within the physical network and computing delivery. Note that the detailed design effort also includes the installation and configuration of the Physical Network and Computing Components. Note: The work conducted under this task package will contribute directly to Deliverable 3 below.

3.3.6 Technology Infrastructure Product Test [5590]

This task package serves to ensure that the Technology Infrastructure Design has been properly implemented, and that the infrastructure can support the development, execution, and operations architectures. Additionally, the project team will test the



deployment of the new Technology Infrastructure and its integration with the current Technology Infrastructure. The test will be conducted iteratively as the architecture components become available to allow for tuning, upgrade, and other architecture changes that may be needed to provide acceptable performance when Phase II goes into operation.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-12	Operations Technology Infrastructure Product Test Results	25-Aug	Description: Documents results from the Operations Technology Infrastructure Product Test. Audience: CIO, CFO

3.3.7 Phase II and III Development Technical Support

This task package involves providing technical support to the development team for instance maintenance, backup and restore, object migration and other development specific support requirements. Note: The work conducted under this task package will contribute directly to Deliverable 4 below.

3.4 Design Business Processes, Skills and User Interaction

This major activity is conducted to design the new business processes and define how they will interact with the workforce (skills), applications (application interaction), and physical environment.

3.4.1 Refine Business Performance Model [2110]

This task package will be used to identify the business performance targets of Phase II functionality and establish Phase II deployment requirements. These requirements



will then form the basis for assessing the implementation, operational, and other constraints in order to produce a detailed scope definition for the business capability and its releases. Note: The work conducted under this task package will contribute directly to Deliverable 1 below.

3.4.2 Design Business Processes, Skills and User Interaction [2410]

This task package involves designing workflows for SFA core processes/activities for Phase II functionality. It includes the definitions of relationships between core and supporting processes, activities, and tasks, and the metrics associated with them. This task package also allows the project team to identify the relationships between the tasks in the workflow diagrams and the physical location, skills required, application support required, and performance support needs.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-13	Workflows for Processes, Activities, and Tasks	2-Jun	Description: Illustrates the activities and tasks within each SFA business process in a sequential manner. Audience: CFO, General Managers

3.4.3 Develop Policies, Procedures and Performance Support [6220]

This task package is performed to produce a finalized, detailed set of new SFA Business Policies, Business Procedures, User Procedures, and Reference Material. The project team will define the policies and performance support structure, standards, and templates. The user procedures will be written in enough detail to enable smooth execution of new application-related tasks within a given business procedure.

Working Product List:



Working Product Number	Working Product Name	Due Date	Description
WP-14	Procedure Documentation	7-Jun	Description: Documents step-by-step instructions to execute new application-related tasks for each business procedure. Audience: CFO



3.5 *Design Application*

This major activity focuses on completing detailed design specifications utilizing Oracle Federal Financials application software and resolving any outstanding design issues with the chosen packaged software and the identified business requirements. This process covers the entire design life cycle from requirements identification and analysis to verification of packaged software customization designs. Extensions and interfaces to the application for data input from legacy feeder systems are designed during this major activity. In addition, design deliverable inventories and detailed resource estimates are refined, validating the estimated cost for the application build and test efforts.

3.5.1 **Install (and Verify) Packaged Software [2570]**

This task package includes installing the Oracle database and Oracle Federal Financials products on server(s) at the VDC. The project team will ensure that the hardware, software, tools, resources, etc. operate correctly and conform to VDC standards. All instances will be accessible from the EDLAN in the downtown offices of SFA. The output of this subtask will be the baseline application software ready for migration to the full complement of instances needed for development support.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-15	Application Environment	14-Apr	Description: An application environment installation plan and record will document the installation of the project solution and related support services to assist the client in the installation and provide a reference on the project. Audience: CFO, CIO





3.5.2 Develop Master and Key Configuration Data [2610]

The application will be configured for Phase II. The ACCS configuration will be consistent with the recommendations found in the Phase I Design Document. The descriptive flexfields in the AP, AR and FA modules will be configured to accept and display relevant information from the LEAPP, FFEL GA's, and Fixed Asset interfaces. The Phase I Design Document shall be used as a point of reference. If necessary, or in the best interest of the project, other information may be added for inclusion in the September 30, 2000 implementation of Phase II.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-16	Configuration Document	5-May	Description: An application setup document for each installed module will capture the setup decisions as implemented in the current environment and be used as a baseline for capturing setup updates. Audience: CFO, CIO

3.5.3 Conduct Phase II, Demo 1 - Configured Software [2580A]

This task package demonstrates select functionality of SFA FMS Phase II. The Demonstration will show business scenarios related to Phase II programs executed on the application as delivered, with minimal configuration data. Fixed Assets processes have not yet been defined, and so cannot be included in this demonstration. The demonstration will be conducted using dial-up to access to a generic environment provided by Oracle. The purpose of this demonstration is to show Phase II business processes as they would be executed without any extensions.



Deliverable List:

Deliverable Number	Deliverable Name	Due Date	Description and Audience
1	Solution Demo 1 (Phase II)	9-May	Description: Demonstration of vanilla applications in support of high-level scenarios for each Phase II program. Audience: CFO, CIO, Channels

3.5.4 Conduct Phase II, Demo 2 - Extensions and Data [2580B]

This task package includes demonstration of extensions and functionality of SFA FMS Phase II with the development environment at the VDC in Connecticut. The extension development schedule will be defined in greater detail at the conclusion of the Develop Packaged Software Design task described in 3.5.8. All extensions scheduled for completion by May 30 will be included in the demonstration. The scenarios from demonstration 1, with additional scenarios for fixed assets functionality, will be executed again to show the newly developed extensions and more complete configuration data. (Note that configuration data may be updated through out Phase II.)

Deliverable List:

Deliverable Number	Deliverable Name	Due Date	Description and Audience
2	Solution Demo 2 (Phase II)	16-Jun	Description: Demonstration of business scenarios for Phase II, executed with configuration data and extensions scheduled for completion by May 30. Audience: CFO, CIO, Channels

3.5.5 Conduct Phase III CRP [2580C]



This task package will provide participants with a clear concept of the software functions included in Phase III (June 2000 - September 2001) that are relevant to their business areas. By conducting this CRP as early as possible, the project can initiate the requirements and design phase with enough user time to resolve all issues. Also, as part of this task package the business processes (workflows) will be refined and issues related to performance support, organization and roles, policies, procedures, forms, packaged software and configuration, interfaces and conversion processes, security and controls, and workarounds will be identified.

The CRP serves to:

- demonstrate how vanilla SFA FMS supports the core business processes,
- confirm the SFA FMS Design Specifications as well as identify new requirements,
- identify additional configuration of SFA FMS for Phase III beyond configuration for Phase II,
- identify gaps in the vanilla SFA FMS execution of SFA business processes, and
- analyze business impacts and training requirements.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-17	Conduct CRP (Phase III)	21-Jul	Description: The conference room pilot will demonstrate the packaged software using SFA business processes, provide information required to develop the Phase III implementation plan, and identify gaps. It also helps to develop a team that is knowledgeable in both software and organizational needs. Audience: CFO, Channels



Working Product Number	Working Product Name	Due Date	Description
WP-18	CRP Environment Team Training	21-Jul	Description: Application training necessary for the planning of Phase III will be identified and, if necessary, occur using expertise either internal or external to the team. Audience: CFO, CIO, FMT Team Members

3.5.6 Analyze/Resolve Packaged Software Gaps (Phase III) [2587]

This task package is used to analyze and resolve gaps identified during the Conference Room Pilot (CRP). The purpose of this task is to ensure that the results of the conference room pilot are internally consistent and present an accurate model of the requirements and the business processes. SFA should confirm that the business processes and gap resolutions are acceptable. Resolution may include:

- SFA policy or process change
- Requested legislation or regulation change to allow a process change
- Change in SFA FMS configuration settings
- Request for Oracle fix or product enhancement
- Manual work around process, and
- Product extension or customization.

Approval procedures will be defined for gap resolutions. Depending on the nature of the resolution, the approval may be within the SFA FMS team authority, or require approvals throughout SFA, ED, and with external entities.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
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Working Product Number	Working Product Name	Due Date	Description
WP-19	Gap List	8-Sep	Description: A document listing any gaps in application functionality and requirements not identified in the Concept Design will be generated. Audience: CFO, CIO
WP-20	Gap Resolutions	8-Sep	Description: Resolution of gaps will be documented. Audience: CFO, CIO
WP-21	Configuration Document Updates	8-Sep	Description: Documentation on application setup and system operations will be updated as modification to procedures or extensions to the applications warrant. Audience: CFO, CIO

3.5.7 Support Phase III Design

This task package involves performing various tasks to support the on-going development of the Phase III Design. The project team will review the results of the Phase III CRP and will initiate Phase III Design tasks. Note: The work conducted under this task package will contribute directly to Deliverable 4 below.

3.5.8 Develop Packaged Software Design [3110]

This task package deals with the activities of managing expectations and team communications with respect to the implementation of the Phase II programs by communicating the purpose, scope, and impact to the channels and business areas within SFA and business partners and customers external to SFA. The Team Project Manager will coordinate the daily activities of the project sub-teams and report on progress.

Working Product List:



Working Product Number	Working Product Name	Due Date	Description
WP-22	Functional Design (Extensions, Conversions, Interfaces, Reports)	5-May	Description: Initial draft of the detailed requirements for extensions, conversions, interfaces and reports. These requirements will also include remote access identification and setup. These documents are input to the Design Business Process task described in 3.4.2. This document will be finalized as part of the final Construction Packages delivered to production support when Phase II goes into operation. Audience: CFO
WP-23	Technical Design (Extensions, Conversions, Interfaces, Reports)	5-May	Description: Builds on the Functional Design and provides an initial draft of the detailed technical requirements for extensions, conversions, interfaces and reports to include form logic, concurrent program logic, integration issues, database design impacts, installation requirements, and test conditions. This document will be finalized as part of the final Construction Packages delivered to production support when Phase II goes into operation. Audience: CIO, CFO

3.5.9 Build and Test Application Components [6230]

This task package will include those steps associated with building and testing application components in order to enhance the standard Oracle Federal



Financials functionality to meet the requirements described in section 2.0 Scope and in section 4.0 Assumptions. Note: The work conducted under this task package will contribute directly to Deliverable 3 below.

3.5.10 Prepare and Execute Assembly Test [6230C]

This task package includes Assembly testing extensions and core SFA FMS. Assembly testing is a level of testing between Unit and Product testing and is primarily focused on the interaction between singular modules.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-24	Assembly Test Results	28-Jul	Description: Testing will occur in accordance with predefined scripts which document expected outcomes. Actual test result outcomes will be documented and discrepancies noted and followed-up using the Issues/Resolution form and log process. Audience: CFO, CIO

3.5.11 Plan Application Product Test [2480]

This task package details the comprehensive approach for the application product test. It involves identifying comprehensive test cycles and test conditions and developing test scripts/expected results to use in performing the Product Test.



Deliverable List:

Deliverable Number	Deliverable Name	Due Date	Description and Audience
3	Product Test Build	28-Jul	Description: This deliverable involves finalizing the software version to be product tested. It includes incorporating all extensions, converting all data, configuring all applications and program-specific features for Oracle's AP, AR, FA, and GL applications. Audience: CFO, CIO

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-25	Product Test Plan	28-Jul	Description: Documentation of test conditions, cycles, and scripts which will be used to ensure that SFA FMS Phase II is operating as required. Audience: CFO, CIO

3.5.12 Plan Operational Readiness Test [4570]

This task package is used to define the approaches that will be used to plan and execute the operational readiness tests of the business capability release. This task allows the project team to develop a thorough approach early in the process to facilitate overall scheduling and on-time starting of the test. This task package will include developing in detail the information needed to complete the capability release operational readiness test approaches; including objectives and scope, regression testing approach, environment requirements, test resources, and work plan.



Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-26	Operational Readiness Test Plan	28-Jul	Description: Documentation of test cycles and test conditions which will be used to verify the operational readiness of packaged software. Audience: CFO, CIO

3.5.13 Prepare and Execute Application Product Test [6510]

This task package involves the execution of the Application Product test, including final development of the test cycles, conditions and scripts. The project team will review the test results and investigate discrepancies between the actual and the expected results.

This test will also ensure that the application and technology infrastructure successfully meet SFA requirements and is operationally acceptable. This task package will provide confidence to SFA that the application can be successfully transferred to the Production environment. The outcome of this task package will be a Phase II “go/no-go” decision of whether to go into production as of October 1, 2000.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
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Working Product Number	Working Product Name	Due Date	Description
WP-27	Product and Readiness Test Results; Go/No-Go Decision	15-Sep	Description: Documents results from application product and operational readiness tests; defines whether the application has met SFA FMS requirements. This Working Product also includes a Recommendation of whether the application is ready to be migrated to production. Audience: CFO, CIO

3.6 Design Human Performance Infrastructure

This major activity supports the creation of the basic foundations of a human performance infrastructure by creating the programs needed to evaluate, compensate, develop, and recruit personnel for the capability. Policies and procedures for the major aspects of human performance are documented; in addition, changes to the human performance infrastructure can include changes to the human resources operations, tools, and organization.

3.6.1 Design Organization Infrastructure [2710]

This task package determines the competencies and the roles required to operate the new capability and identifies how those roles are grouped to fit into teams and jobs. In addition, the project team will determine the project approach and approval criteria based on the performance model.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
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Working Product Number	Working Product Name	Due Date	Description
WP-28	High Level Organizational Model	1-Sep	Description: Describes key elements and structure of organization including areas of responsibility, key outputs, interfaces to other SFA organizations and core skills required by the workforce. Audience: CFO
WP-29	Teams and Job Design; Position Description Support	1-Sep	Description: Describes team roles and responsibilities, key outputs, jobs, core skills, and position descriptions as needed. This working product will need to be coordinated with the CFO-specific organizational changes being developed under the Visioning task. Audience: CFO



3.6.2 Training Needs Analysis and Design [2750]

This task package involves training users on how to effectively use the extensions to the Oracle software. This will require that the appropriate environments are available in order to show how the extension software interacts with the core software.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-30	Training Needs Analysis	30-Jun	Description: Identifies the audience to be affected by SFA FMS as well as the skills and knowledge (both functional and technical) required by audience to perform in new environment. This analysis will need to map back to the Organizational Infrastructure and will identify potential training gaps. Audience: CFO

3.6.3 Develop Learning Products (Tailor) - Common [6260]

This task package will be used to select the relevant authoring and development tools and to define standards, templates, and development procedures. The project team will define detailed learning objectives, determine learning context, and design learning activities. The FMS team anticipates basing the learning approach and products on delivered Oracle products and capabilities.

Working Product List:



Working Product Number	Working Product Name	Due Date	Description
WP-31	Training Materials	15-Sep	Description: Defines training activities and materials needed to support SFA FMS. Audience: CFO

3.7 Deploy Business Capability

Use this major activity to establish the new business capability and transition the workforce, policies, and management procedures required to sustain the new performance levels. This major activity is repeated for each deployment unit within the organization that will receive the new capability.

3.7.1 Transition Workforce [7120]

This task package involves evaluating the existing workforce in terms of roles and skills, and perform a gap analysis against the new organization infrastructure for the deployment unit. The gap analysis identifies which roles can be filled by the existing workforce, which workforce resources need to be redeployed, and which gaps can be addressed with training, recruiting, and selection. This task package also involves training the deployment unit in the implementation and operation of the new business capability.

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-32	SFA Univ. Trainers Session Checklist	14-Sep	Description: Execution of Train-the-trainer sessions to prepare instructors to deliver user training. Audience: SFA University, CFO



Working Product Number	Working Product Name	Due Date	Description
WP-33	End-User Training Session Support Checklist	29-Sep	Description: Providing support for end-user training sessions. Audience: SFA University, CFO

3.7.2 Deploy Application [7160]

This task package involves transitioning the new application and its operating environment into the deployment unit. It involves establishing the data required by the new application; configuring the operating environment to the needs of the deployment unit; installing the application; configuring application parameters needed for the deployment unit; and verifying that the application is correct and consistent for the deployment.

Deliverable List:

Deliverable Number	Deliverable Name	Due Date	Description and Audience
4	Operational Ready Build	29-Sep	Description: Provide software version and instance for full production release of SFA FMS Phase II. Audience: CIO
WP-34	Construction Package	29-Sep	Description: Provide final versions of Functional and Technical Designs for reference during Production Support phase of Phase II. Audience: CIO

3.7.3 Deploy Technology Infrastructure [7170]



This task package outlines the procedures and considerations for deploying technology infrastructure components at a deployment unit. The goal is to bring the deployment unit up to the technology infrastructure baseline required for the business capability. Note: The work conducted under this task package will contribute directly to Deliverable 4 above.

3.7.4 Activate Business Capability [7180]

This task package is used to verify the deployment of the capability release and launch the new operating management processes. This includes the steps required to finalize performance targets, remove all redundant legacy elements, and stabilize the deployment unit for transition to operations management. Note: The work conducted under this task package will contribute directly to Deliverable 4 above.

3.8 Plan and Manage Project

This major activity contains a set of task packages that follow a cycle of planning the project's execution, organizing its resources, and controlling its work. A detailed Project Plan is developed that indicates the project's work plan, schedule, resource needs, and plan for managing quality and risk. Once the Project Plan is approved by the program or other necessary stakeholders, its human and physical resources are enabled. The day-to-day project work is assigned and monitored, and the overall performance of the project is measured and assessed.

3.8.1 Implement Initial Team Work Environment (Logistics) [0770]

This task package will build and mobilize the various work environment components and will deploy these components to the projects to be supported.

Working Product List:



Working Product Number	Working Product Name	Due Date	Description
WP-35	Team Orientation Book	12-May	Description: Reference manual containing product documentation, schedules, risk assessments, etc., for use in orienting new project members to the project. Audience: CFO, FMT Team, CIO

3.8.2 Plan Project Execution [0920]

This task package will be used to define and obtain approval of the initial Project Plan, which will be used to manage the execution of the project. This plan will include components related to scope, effort, quality, risk, and time (schedule).

Working Product List:

Working Product Number	Working Product Name	Due Date	Description
WP-36	Baseline Project Work Plan	15-May	Description: Starting point of project plan. Will be used for comparison purposes with progress to-date. Audience: CFO, CIO
WP-37	Bimonthly Updates	29-Sep	Description: Bimonthly updates of tasks, resources, and percent complete information. Audience: CFO, CIO

3.8.3 Organize Project Resources [0940]

This task package will be used to organize the project's human resources and establish the project's other resources. It will involve making resource work assignments and developing training to enable resources. This task package will be performed iteratively as needed to organize, mobilize, and manage project resources throughout



the execution of the project. Note: The work conducted under this task package will contribute directly to Deliverable M below.

3.8.4 Control Project Work [0960]

This task package involves controlling the execution of the project work. It includes identifying potential and actual problems by measuring and monitoring progress and performance against the Project Plan. It also includes ensuring appropriate stakeholder (both SFA and external) acceptance.

Deliverable List:

Deliverable Number	Deliverable Name	Due Date	Description and Audience
M	Monthly Status Report	29-Sep	Description: Monthly document which outlines progress to-date, issues facing the team, and expected work during the next month. Audience: CFO, CIO

4.0 Assumptions

The following assumptions have been included in the development of this Implementation Plan. These assumptions will need to be confirmed by the project team with the appropriate parties; any change in these assumptions may require the project team to revisit the project plan and/or project schedule.

4.1 General

- Department of Education and contractor resources are dedicated full time to the project unless otherwise specified.



- This proposal assumes a project start date of Apr 10, 2000. Any delay of the start date may impact the final production go-live date and will necessitate further discussion of the project schedule.

4.2 Estimating Factors

- Project estimates incorporated in the workplan do not include workday estimates for manual data uptake or cleansing tasks that are assumed to be performed by SFA personnel external to the project team.
- The following detailed factors were used in determining project estimates. Please note that these estimates were used **as a basis** for project estimates and shouldn't be viewed as being inclusive of all SFA business practices.

Integrating Applications - (0)

None



Business Practices (9) and Sub-Practices (53)

NOTE: Some business practices will be designed for the specific functions needed to support Phase II. Additional functions for those business practices will be designed, configured, and implemented for Phase III.

Business Practices	Sub-Practice
1. Manage Customer Data	<ul style="list-style-type: none">• Create/Maintain customer master record
2. Manage Vendor Data	<ul style="list-style-type: none">• Create/Maintain vendor master record
3. Manage Customer Invoices	<ul style="list-style-type: none">• Apply Payment• Enter Payment Information• Receive Payment• Reconcile Accounts
4. Manage Vendor Invoices	<ul style="list-style-type: none">• Issue Payment• Executive Payment Process
5. Plan and Maintain Strategy	<ul style="list-style-type: none">• Assign Financial Organization• Create House Bank Master Data• Define Financial Organization• Set Financial Accounting Global Settings• Define Plants and Storage Locations• Define Purchasing Organizations• Define Valuation Level• Create Account Assignment Model• Create Automatic Postings• Create G/L Account• Maintain G/L Account• Process G/L Transactions
6. Communicate Government Compliance	<ul style="list-style-type: none">• Define Financial Statement Parameters• Execute Financial Statements• Format Financial Statements



7. Manage Assets	<ul style="list-style-type: none">• Acquire Asset• Acquire Asset Through A/P and Vendor Account• Acquire Asset Without Reference• Acquire Asset Without Vendor Invoice• Create Master Data for Fixed Asset• Define Asset Classes• Define Chart of Depreciation• Define Depreciation Areas• Create Asset History Sheet• Create Custom Report• Create Simulation• Create Standard Report• Define Depreciation Parameters• Perform Manual Depreciation• Perform Ordinary and Special Depreciation• Perform Unplanned Depreciation• Perform Write-Up• Perform Mass Retirement of Assets• Transfer of Assets• Perform Retirement of Assets
8. Manage Budget	<ul style="list-style-type: none">• Maintain Annual• Maintain Funds Management Master Data• View Funds Management Reports
9. Close Financial Period (counts twice in model)	<ul style="list-style-type: none">• Allocate Indirect Costs• Balance Carry Forward• Close Period• Execute Financial Statements• Process Pre-Close Reports and Review Reports On-Line• Reconciliation/Accrual/Reclassification/Revaluation Process• Update Current Settings• Update Period Posting Parameters



Data (Master flexfields) (3)

- Vendor Master
- Customer Master
- Chart of Accounts



Data (Transaction flexfield) – (4)

- Open A/R Invoices
- Open A/P Invoices
- Fixed Asset Ledgers
- Prior Period GL Balances

Oracle Configurator – (10)

- Oracle Workflow
- System Administrator
- Assets
- General Ledger
- Receivables
- Payables
- Open A/R Invoices
- Open A/P Invoices
- Fixed Asset Ledgers
- Prior Period GL Balances

4.3 Project Management

- The FMS team will operate in accordance with the presentations to the FMS Steering Committee during Phase 1.

4.4 Logistics

- All FMS team members will be co-located in SFA-provided space. The team members include any SFA or Modernization Partner staff member working 50% or more. Some work areas may be made available for use by staff working temporarily with the FMS team.

4.5 Development/Production Environments



- The Virtual Data Center (VDC) will house the Phase II Production environments.
- The VDC will be responsible for the conduction of a Stress Test in co-ordination the Technology Infrastructure Product Test described in section 3.3.6. The FMS Project Team will provide input to these tasks to ensure realistic business processing. However, it is anticipated that the FMS project team time will be minimal.
- Technical personnel will have Oracle database-level access during Phase II and for post conversion review.
- The FMS Technical Team will have UNIX level access to the development environments which will allow them to transport objects between Oracle instances throughout all of Phase II.
- There will be no application upgrade of the system testing and production environments during Phase II. Application fixes and patches will be identified, tested, applied, and migrated in accordance with the processes defined in the Configuration Management task described in section 3.2.3.
- Hardware and operating system environments are assumed to be installed and available to the Oracle Database Administrator (DBA) by April 10, 2000.
- All Operating System Software must be installed and configured prior to any application installation activities performed by the SFA FMS Oracle DBA.
- All disk and memory requirements must be satisfied prior to the start of any application installation activities.
- All Oracle software media must be at the hardware site and verified as the correct, readable versions which were purchased by SFA.
- Each machine must have the required installation device (CD-ROM/Tape Drive/Diskette Drive) available for reading the media.
- Designated SFA systems personnel must be available for adjustments to operating systems configurations and specifications.



- Performance goals for this application are heavily dependent on technical architecture and hardware. Andersen Consulting/Oracle will not warrant the performance of the servers, networks, or other hardware elements supplied by the SFA.
- All application installation activities will be co-ordinated with SFA CIO and VDC staff to ensure that components and personnel are available as needed to successfully complete application installation and transition support to the VDC and SFA FMS technical personnel.

4.6 Data Conversion and Interfaces

The following interfaces will be implemented:

- | | |
|---------------------------------|--|
| 1. From AP Module to Treasury | (Payment Requests) |
| 2. From GL Module to ED/CFO | (Journal Balances) |
| 3. From NSLDS to AP Module | (Request for ACA management fees) |
| 4. From Forms 2000 to AP Module | (payment requests/receiv info for GAs) |
| 5. From Treasury to AP Module | (payment confirmation) |
| 6. From Forms 2000 to GL Module | (non-payment activity for GAs) |
| 7. From Forms 2000 to AR Module | (overpayments, returns) |
| 8. From LEAPP to AR Module | (overpayments, returns) |

The following data will be converted:

- Fixed Asset data from the temporary maintenance tool being used to update data from the March 2000 fixed asset inventory through Phase II go live.
- Opening balances by LEAPP participant or GA, and
- Opening balances by ACCS value.

4.7 Documentation

- Oracle provides documentation that describes the standard functionality of the Oracle Applications modules. The FMS team will work with SFA University to build on that documentation to develop SFA specific documentation and online help.



4.8 Applications

- Oracle will install the current production release 11 of the Oracle Applications at the beginning of the project. This release will be the basis for the complete implementation.
- Oracle will install Oracle RDBMS (version 8.0.5), Oracle Financials (version 11.0.3) and Oracle Federal Financials (version 3.3).



4.9 Training

- SFA will provide training facilities with connectivity to the VDC development environments.
- The FMS team will work with SFA University to prepare customized end-user training materials and for training end-users during the transition phase by following the training plan that will be developed during the Definition phase. FMS team will train SFA University trainers on SFA FMS Phase II, and SFA University staff will conduct end-user training, with product support from FMS team members
- Design of training scenarios includes identification of data required for the scenario.



5.0 Deliverables and Working Products

Both Deliverable documents and products, and Working Products have been identified. Deliverables will be subject to the review and acceptance process of contractual documents and products. Working products will be used by the team, but either do not require the same rigor in review, or are updated constantly to reflect project execution. All project work will be subject to quality verification and validation as defined for specific tasks, as well as for the success of the project as a whole. The descriptions in this section and the templates in Appendix B are a starting point that will be reviewed and modified as needed by the team members preparing each document or product.

5.1 Deliverable Overview

The table below provides an listing of the deliverable milestones for Phase II.

Task #	Task Package #	Deliverable #	Deliverable Name	Acceptance Criteria	Media	Length	Template Ref	Due Date
3.5.3	2580A	1	Solution Demo 1 (Phase II)	Demonstration is conducted	Presentation Power Point		App B.6	9-May
3.5.4	2580B	2	Solution Demo 2 (Phase II)	Demonstration is conducted	Presentation Power Point		App B.7	16-Jun
3.5.11	2480	3	Product Test Build	Software ready for Product Testing by the FMS team.	Software		App B.10	28-Jul



Task #	Task Package #	Deliverable #	Deliverable Name	Acceptance Criteria	Media	Length	Template Ref	Due Date
3.7.2	7160	4	Operational Ready Build	Software reflects final Functional and Technical Design documentation.	Word doc		None	29-Sep
3.8.4	0960	M	Monthly Status Report	SFA Project Manager approval as accurately reflecting team status	Word doc		App B. 17	29-Sep

5.2 Working Product Overview

The table below provides an listing of the working products milestones for Phase II. The description provided is further defined in the following sections:

Section #	Task Package #	Working Product #	Working Product Name	Due Date	Contributes to Deliverable #
3.1.1	1050	WP-1	Value Case Supporting Data	28-Jul	1
3.1.1	1050	WP-2	Business Case Updates	29-Sep	1
3.1.2	3430C	WP-3	FMS Integration Plan (Phase III)	16-Jun	2
3.2.1	3510	WP-4	Operations Technology Infrastructure Product Test Plan	26-May	2
3.2.1	3510	WP-5	Operations Infrastructure Design	26-May	2
3.2.2	3520	WP-6	Development Tools and Standards	12-May	1
3.2.3	3530	WP-7	Change Control Processes	12-May	1
3.2.4	3550	WP-8	Operational Support Requirements	16-Jun	2



Section #	Task Package #	Working Product #	Working Product Name	Due Date	Contributes to Deliverable #
3.2.4	3550	WP-9	Capacity Planning	16-Jun	2
3.2.5	3590	WP-10	Technical Infrastructure Design (Phase II)	16-Jun	2
3.3.3	5530	WP-11	MOU	5-May	1
3.3.6	5590	WP-12	Operations Technology Infrastructure Product Test Results	25-Aug	4
3.4.2	2410	WP-13	Workflows for Processes, Activities, and Tasks	2-Jun	2
3.4.3	6220	WP-14	Procedure Documentation	7-Jun	2
3.5.1	2570	WP-15	Application Environment	14-Apr	1
3.5.2	2610	WP-16	Configuration Document	5-May	1
3.5.5	2580C	WP-17	Conduct CRP (Phase III)	21-Jul	3
3.5.5	2580C	WP-18	CRP Environment Team Training	21-Jul	3
3.5.6	2587	WP-19	Gap List	8-Sep	4
3.5.6	2587	WP-20	Gap Resolutions	8-Sep	4
3.5.6	2587	WP-21	Configuration Document Updates	8-Sep	4
3.5.8	3110	WP-22	Functional Design (Extensions, Conversions, Interfaces)	5-May	1
3.5.8	3110	WP-23	Technical Design (Extensions, Conversions, Interfaces)	5-May	1
3.5.10	6230C	WP-24	Assembly Test Results	28-Jul	3
3.5.11	2480	WP-25	Product Test Plan	28-Jul	3
3.5.12	4570	WP-26	Operational Readiness Test Plan	28-Jul	3



Section #	Task Package #	Working Product #	Working Product Name	Due Date	Contributes to Deliverable #
3.5.13	6510B	WP-27	Product and Readiness Test Results/Go/No Go Decision	15-Sep	4
3.6.1	2710	WP-28	High Level Organizational Model	1-Sep	4
3.6.1	2710	WP-29	Teams and Job Design; Position Description Support	1-Sep	4
3.6.2	2750	WP-30	Training Needs Analysis	30-Jun	3
3.6.3	6260	WP-31	Training Materials	15-Sep	4
3.7.1	7120	WP-32	SFA University Trainers Session Checklist	14-Sep	4
3.7.1	7120	WP-33	End-User Training Session Support Checklist	29-Sep	4
3.7.2	7160	WP-34	Construction Package	29-Sep	4
3.8.1	0770	WP-35	Team Orientation Book	12-May	M
3.8.2	0920	WP-36	Baseline Project Work Plan	15-May	M
3.8.2	0920	WP-37	Bimonthly Updates	29-Sep	M



Appendix A - Workplan

• PHASE - Activity ♦ Task Package	Start Date	End Date	Del #	Deliverable	WP #	Working Product
• PLANNING	1-Apr	1-Sep				
– Phase III Planning	1-Apr	1-Sep				
♦ Define Value Proposition [1050]	1-Apr	28-Jul			WP-1 WP-2	Value Case Supporting Data Business Case Updates
♦ Perform System Integration Analysis [3430C]	1-May	16-Jun			WP-3	FMS Integration Plan (Phase III)
• DELIVERING	1-Apr	30-Sep				
– Design Technology Infrastructure	1-Apr	16-Jun				
♦ Analyze Technology Infrastructure Requirements [3510]	1-Apr	26-May	3		WP-4 WP-5	Operations Technology Infrastructure Product Test Plan Operations Infrastructure Design



<ul style="list-style-type: none"> ● PHASE - Activity ◆ Task Package 						
	Start Date	End Date	De l #	Deliverable	WP #	Working Product
◆ Identify Development Tools (Design Execution Architecture) [3520]	1-Apr	12-May			WP-6	Development Tools and Standards
◆ Configuration Management (Design Development Architecture) [3530]	1-Apr	12-May			WP-7	Change Control Procedures
◆ Select and Design Operations Architecture [3550]	1-Apr	16-Jun			WP-8 WP-9	Operational Support Requirements Capacity Planning Procedures
◆ Validate Technology Infrastructure [3590]	1-Apr	16-Jun			WP-10	Technical Infrastructure Design
– Build and Test Technology Infrastructure	1-Apr	30-Sep				
◆ Acquire Technology Infrastructure [5510]	5-Jun	14-Jul				
◆ Build and Test Execution Architecture [5520]	1-Apr	28-Jul				
◆ Build and Test Development Architecture - Phase II [5530]	1-Apr	15-May			WP-11	MOU (between FMT team and IT Operations)



<ul style="list-style-type: none"> ● PHASE - Activity ◆ Task Package 						
	Start Date	End Date	Del #	Deliverable	WP #	Working Product
◆ Build and Test Operations Architecture [5550]	1-Apr	28-Jul				
◆ Build and Test Physical Network and Computing [5570]	1-Apr	28-Jul				
◆ Technology Infrastructure Product Test [5590]	1-Apr	25-Aug			WP-12	Operations Technology Infrastructure Product Test Results (Phase II)
◆ Phase II and III Development Technical Support	1-Apr	30-Sep				
– Design Business Processes, Skills and User Interaction	1-Apr	7-Jun				
◆ Refine Business Performance Model [2110]	1-Apr	14-Apr				
◆ Design Business Processes, Skills and User Interaction [2410]	1-Apr	2-Jun			WP-13	Workflows for Processes, Activities, and tasks
◆ Develop Policies Procedures and Performance Support [6220]	1-Apr	7-Jun			WP-14	Procedure Documentation
– Design Application	1-Apr	29-Sep				
◆ Install (and Verify) Packaged Software [2570]	1-Apr	14-Apr			WP-15	Application Environment



<ul style="list-style-type: none"> ● PHASE - Activity ◆ Task Package 						
	Start Date	End Date	Del #	Deliverable	WP #	Working Product
◆ Develop Master and Key Configuration Data [2610]	1-Apr	5-May			WP-16	Configuration Document
◆ Conduct Phase II, Demo 1 - Configured Software [2580A]	10-Apr	2-May	1	Solution Demo 1 (Phase II)		
◆ Conduct Phase II, Demo 2 - Extensions & Data [2580B]	5-Jun	16-Jun	2	Solution Demo 2 (Phase II)		
◆ Conduct Phase III CRP [2580C]	5-Jun	21-Jul			WP-17 WP-18	Conduct CRP (Phase III) CRP Environment Team Training
◆ Analyze/Resolve Packaged Software Gaps (Phase III) [2587]	24-Jul	8-Sep			WP-19 WP-20 WP-21	Gap List Gap Resolution Configuration Document Update
◆ Support Phase III Design	11-Sep	29-Sep				
◆ Develop Packaged Software Design [3110]	1-Apr	5-May			WP-22 WP-23	Functional Designs (Extensions, Conversions, Interfaces) Technical Designs (Extensions, Conversions, Interfaces)
◆ Build and Test Application Components [6230]	17-Apr	28-Jul				



<ul style="list-style-type: none"> ● PHASE - Activity ◆ Task Package 						
	Start Date	End Date	Del #	Deliverable	WP #	Working Product
◆ Prepare and Execute Assembly Test [6230C]	8-May	28-Jul			WP-24	Assembly Test Results
◆ Plan Application Product Test [2480]	5-Jun	28-Jul	3	Product Test Build	WP-25	Product Test Plan
◆ Plan Operational Readiness Test [4570]	5-Jun	28-Jul			WP-26	Operational Readiness Test Plan
◆ Prepare and Execute Application Product Test [6510B]	7-Aug	15-Sep			WP-27	Product and Readiness Test Results; Go/No Go Decision
- Design Human Performance Infrastructure	1-Apr	15-Sep				
◆ Design Organization Infrastructure [2710]	1-Apr	1-Sep			WP-28 WP-29	High Level Organizational Model Teams and Job Design; Position Description Support
◆ Training Needs Analysis and Design [2750]	1-May	30-Jun			WP-30	Training Needs Analysis
◆ Develop Learning Products (Tailor) - Common [6260]	3-Jul	15-Sep			WP-31	Training Materials
- Deploy Business Capability	15-May	29-Sep				



● PHASE - Activity ◆ Task Package					Deliverable	WP #	Working Product
	Start Date	End Date	De l #				
◆ Transition Workforce [7120]	18-Sep	29-Sep				WP-32 WP-33	SFA University Trainers Session Checklist End-User Training Support Checklist
◆ Deploy Application [7160]	15-May	29-Sep	4	Operational Ready Build	WP-34		Construction Package
◆ Deploy Technology Infrastructure [7170]	18-Sep	29-Sep					
◆ Activate Business Capability [7180]	18-Sep	29-Sep					
● MANAGING	1-Apr	29-Sep					
– Plan and Manage Project	1-Apr	29-Sep					
◆ Implement Initial Team Work Environment (Logistics) [0770]	1-Apr	12-May			WP-35		Team Orientation Book
◆ Plan Project Execution [0920]	1-Apr	29-Sep			WP-36 WP-37		Baseline Project Work Plan Bimonthly Updates
◆ Organize Project Resources [0940]	1-Apr	29-Sep					
◆ Control Project Work [0960]	1-Apr	29-Sep	M	Monthly Status Report			



Appendix B – Deliverables Templates

All templates are intended to be used as starting points by the team members and leads responsible for developing the documents and products. An SFA FMS specific template will be defined prior to the start of tasks which use the template; these templates will also consider the IPT templates defined to date. All SFA FMS templates will be used consistently throughout the remaining phases of the project.

B.1 Value Proposition Template

ABC Chemicals Co. Value Proposition

Statement of Change Journey Objective

Measures of Success

Change Journey Initiatives

Initiative	Value Creating Opportunity	Value Driver Impact	Resulting EVA (\$M)
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Action Plan

Quick Win Opportunities

Next Steps



B.2 Operations Technology Infrastructure Product Test Plan (Phase II) Template

Technology Infrastructure Product Test Test Conditions PTS System

[1] Product: [2] Release: 1.0

[3] Platform:

[4] Configuration:

[5] Prepared By: Date: 03/10/yy

[7] Version: Page: 1

[6] Approved by: Date: 03/10/yy

[8] Status:

[9] Process: Build of Trailblazing Application

[10] System Event	[11] Summary Condition	[12] Detail Condition	[14] Description	[15] Expected Results	[16] Cycle Number
AP01			Design		
AP01	001		Develop Program Specification		
AP01	001	001	Develop Program Specification for client work unit	Program specification for <i>Client_1</i> created completely and correctly and stored in repository.	BP 1



B.3 Operations Technology Infrastructure Product Test Results (Phase II) Template

Test Cycle Control Sheet

[1] Product:

[2] Release:

[3] Configuration:

[4] Platform:

[5] Prepared By:

Date: 03/14/yy

[7] Version:

Page: 1

[6] Approved by:

Date: 03/15/yy

[8] Status:

[9] Level 1 Num	[10] Cycle Num	[11] Description	[12] Schedule d Start Date	Schedule d End Date	[13] Actual Start Date	Actual End Date
1	1	Problem Tracking Management	05/10/yy	05/20/yy		
2	1	Problem Tracking Management	05/13/yy	05/28/yy		
3	1	Server Failure	05/10/yy	05/28/yy		

Test Script

Cycle 01 Test Script 01

[1] Product:

[2] Release:

[3] Configuration:

[4] Platform:

[5] Prepared By:

Date: 03/26/yy

[7] Version:

Page: 1

[6] Approved by:

Date: 03/28/yy

[8] Status:

[9] Sequence Number	[10] Business Event	[11] Summary Condition	[12] Detailed Condition
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08

PT02

001

001

Problem Tracking System - [New Problem]

File Edit Problem User Window Help

Prob. ID: Short Description: Status: NEW

0

Analysis / Planning Entity Resolution Migration

General Information Source Description Cycle / Script

General Information

Problem ID: 0 Rework Of Problem: ☐ Supporting Documents ☐

Short Description: Customer orders from external sites

Date Found: 08/01/96 Date Created: 08/01/96 Created By: PTS

Problem Type: ERROR Problem Class: APPLICATION

Severity: A Priority: A

Status

Status: NEW Date: Modified By:

Team Assigned: User:

[13]



B.4 Procedure Documentation Template

Screens: POS Log-In
Inputs: Claims Cover Sheet
Purpose: To assign claim pending numbers to policy holders
Performed by: Claims Assistant
Frequency: When an account needs to be flagged that a claim is pending on that policy

<u>RESPONSIBILITY</u>	<u>ACTION</u>
Claims Assistant	<ol style="list-style-type: none">1. Reviews information on the Claims Cover Sheet. (See procedure for preparing Claims Cover Sheet.)2. Accesses the POS Logo screen, and presses ENTER.3. Accesses the POS Conversation Access screen.4. Types clms in the DESK field to identify Claims Assistant, then presses ENTER.5. Types 99999 in CLAIM PENDING NUMBER field, then presses ENTER.6. Types policy number (#####-XX), slash (/) and clmpndg in CMD field, then presses ENTER.7. Types expiration date in EXPIRY DATE field, then presses ENTER.8. Types notification date in NOTIFICATION DATE field, then presses ENTER.8a. If claim pending information is not complete, presses F10 until POS Logo screen appears, and returns to Step 2.8b. If claim pending information is complete, types Y in ASSIGN CLAIM NUMBER? field, then presses ENTER.9. Types Y in the UPDATE field to activate the claim.10. Types conversation end in CMD field, then presses ENTER.



B.5 Product Test Plan Template

Product Test Approach

[1] Product:
[2] Release:
[3] Platform:
[4] Configuration:

[5] Prepared by: Date: 8/15/yy [7] Version: Page: 1
[6] Approved by: Date: 8/15/yy [8] Status:

[9] Overview

[10] Test Objectives and Scope

[11] Risks

Risk Factor Name.
Mitigation Plan.
Contingency Plan.

[12] Regression Testing Approach

[13] Test Environment Requirements

Technical Configuration.
Test Data Management.



Product Test Cycle Control Sheet

[1] Product: [2]
Release:
[3] Configuration:
[4] Platform:

[5] Prepared By: Date: 03/14/yy [7] Version: Page: 1
[6] Approved by: Date: 03/15/yy [8] Status:

[9] Level 1 Num	[10] Cycle Num	[11] Description	[12] Schedule d Start Date	Schedule d End Date	[13] Actual Start Date	Actual End Date
1	1	Problem Tracking Management	05/10/yy	05/20/yy		
2	1	Problem Tracking Management	05/13/yy	05/28/yy		
3	1	Server Failure	05/10/yy	05/28/yy		
3	2	Stress Test	05/15/yy	05/29/yy		



B.6 Operational Readiness Test Plan Template

Operational Readiness Test Approach

[1] Capability:

[2] Release:

[3] Platform:

[4] Configuration:

[5] Prepared by:

Date: 8/15/yy

[7] Version:

Page: 1

[6] Approved by:

Date: 8/15/yy

[8] Status:

[9] Overview

[10] Test Objectives and Scope

[11] Risks

Risk Factor Name.

Mitigation Plan.

Contingency Plan.

[12] Regression Test Approach

[13] Test Environment Requirements

Technical Configuration.



Operational Readiness Test Cycle Control Sheet

[1] Business Capability:

[2] Release:

[3] Configuration:

[4] Platform:

[5] Prepared By:

Date: 03/14/yy

[7] Version:

Page: 1

[6] Approved by:

Date: 03/15/yy

[8] Status:

[9] Cycle Num	[10] Description	[11] Scheduled Start Date	Schedule d End Date	[12] Actual Start Date	Actual End Date
1	Set up IDs in ADM	06/01/yy	06/10/yy		
2	Perform system backups and restores	6/11/yy	6/20/yy		



B.7 Monthly Status Report Template

**FMS
MONTHLY STATUS REPORT
(Report by Name)
(Period Beginning 99/99/99 through Ending 99/99/99)**

Activity Summary (Month ending 99/99/99)

Activity	Results
•	•

Plans (Month ending 99/99/99)

Planned Activities
•

New Issue Summary (Month ending 99/99/99)

These items will be added to either the internal or IPT-wide issue list, as appropriate. The purpose in this document is to highlight new issues.

Issue	Recommended Solution	Resp	Creation Date	Resolve Date	Status